PII: S0024–6301(98)00117–4

AUTHOR INDEX

A

ABELN M *see* MANTE-MEIJER E
ALEXANDER M, *Brief case* Corporate Strategy and Parenting Theory (2), 308
AMIDON DM, *Book review* Innovation Strategy for the Knowledge Economy: The Ken Awakening (2), 325
ANDERLA G, DUNNING A, FORGE S, *Book review* Chaotics)An Agenda for Business and Society in the 21st Century (2), 327
ANDERSON J, FEARS R, TAYLOR B, *Book review* Managing Technology for Competitive Advantage (6), 944
ANDRIESSEN F, *see* BROUTHERS KD
ANSOFF HI *see* van der VELTEN T
ARMSTRONG AG *see* HAGEL III J

B

BALMER JMT *see* GRAY ER
BARONCELLI A, Telecom Italia: Merging Five Companies into One (3), 377
BARUCH Y, Walking the Tightrope: Strategic Issues for Human Resources (3), 467
BATES DL, KUKALIS S, The Endgame in Aerospace: A Disaster Waiting to Happen (4), 615
BEAR MM, How Japanese Partners Help US Manufacturers to Raise Productivity (6), 919
BENNIS W, BIEDERMANN PW, *Book review* Organising Genius (4), 639
BERLE AA, MEANS GC, *The Modern Corporation and Private Property* (2), 183
BERNSTEIN PL, *Book review* Against the Gods (3), 491
BERRY M, Strategic Planning in Small High Tech Companies (3), 455
BHATTACHARYA AK, WALTON AD, Strategic Re-engineering at Coats Viyella (5), 711
BIEDERMANN PW *see* BENNIS W
BJÖRKMAN I, OSLAND GE, Multinational Corporations in China: Responding to Government Pressures (3), 436
BLAIR MM
  For Whom Should Corporations Be Run?: An Economic Rationale for Stakeholder Management (2), 195
  Ownership and Control: Rethinking Corporate Governance for the Twenty-first Century (2), 184
BLANNING RW, REINIG BA, Building Scenarios for Hong Kong Using EMS (6), 900
BOHLIN R, SHAND D, WHITEHEAD R, *Book review* Adding Value Through Intranet Applications (2), 329
BOSCHECK R, New Media Economics are Transforming Consumer Relations (6), 873
BRIDGE J *see* PEEL MJ
BRIGGS A, SNOWMAN D, *Book review* Fins de Siécle (5), 791
BROUTHERS KD, ANDRIESSEN F, NICOLAES I, Driving Blind: Strategic Decision-making in Small Companies (1), 130
BROUTHERS KD, van HASTENBURG P, van den VEN J, If Most Mergers Fail Why Are They so Popular? (3), 347
BROWN SL *see* EISENHARDT KM
BUTLER RJ, PRICE DHR, COATES PD, PIKE RH, Organizing for Innovation: Loose or Tight Control? (5), 775

C

CAMPBELL A
  Brief case Corporate Strategy and Parenting Theory (2), 308
  Brief case The New Business Enlightment (1), 147
CARINI GR, PALICH LE, LIVINGSTONE LP, East vs West: Strategic Management Perspectives from Formal Logic and the Logic of Contradiction (2), 315
CASSON M, *Book review* Information and Organizations: A New Perspective on the Theory of the Firm (3), 488
CHAHARBAGHI K *see* NEWMAN V
CHAMPY J, NOHRIA N, *Book review* Fast Forward – The Best Ideas on Managing Business Change (6), 945
CLARKE CJ, Reconciling Western Management Ideas with Far Eastern Realities (4), 523
CLARKE T
  The Stakeholder Corporation: A Business Philosophy for the Information Age (2), 182
  The Stakeholder Corporation: Introduction to the Special Issue (2), 181
CLARKE T, YUXING D, Corporate Governance in China: Explosive Growth and New Patterns of Ownership (2), 239

CLUTTERBUCK D *see* SCHOLES E
COATES PD *see* BUTLER RJ
COOPER, R *see* LEVERICK, F
CORDON C *see* VOLLMANN TE
CORKINDALE DR *see* NEALE MR
COX A, *Book review* Business Success (5), 792

D

DAVIS W, *Book review* Great Myths of Business (2), 329
DAY J, DEAN AA, REYNOLDS PL, Relationship Marketing: Its Key Role in Entrepreneurship (6), 828
DEAN AA *see* DAY J
DESS GG, PICKEN JC, LYON DW, Transformational Leadership: Lessons from U.S. Experience (5), 722
DEVOGE S *see* HERACLEOUS L
DIXON R, Accounting for Strategic Management: A Practical Application (2), 272
DRANSFIELD H *see* JACOBS G
van der DUIN P *see* MANTE-MEIJER E
DUNNING A *see* ANDERLA G

E

EISENHARDT KM, BROWN SL, Competing on the Edge: Strategy as Structured Chaos (5), 786
ESKIN ED *see* HAMILTON III RD

F

FAHEY L, RANDALL RM, *Book review* Learning from the Future: Competitive Foresight Scenarios (6), 947
FEARS R *see* ANDERSON J
FEENY DF, WILLCOCKS LP, Re-designing the IS Function around Core Capabilities (3), 354
FINLEY M *see* ROBBINS H
FORGE S *see* ANDERLA G

G

GHOSHAL S *see* MINTZBERG H
GILSON C *see* ROBERTS K
GODDEN I *see* KOCH R
GODET M, Internal Motivation and External Strategy: The Same Challenge! (2), 319
GOOLD M, *Brief case* Corporate Strategy and Parenting Theory (2), 308
GRAY ER, BALMER JMT, Managing Corporate Image and Corporate Reputation (5), 695

H

HAGEL III J, ARMSTRONG AG, *Book review* Net Gain: Expanding Markets Through Virtual Communities (2), 328
HALL S *see* SMITH B
HAMILTON III RD
see also VECCHIOLLA RR
ESKIN ED, MICHAELS MP, Assessing Competitors: the Gap between Strategic Intent and Core Capability (3), 406
van HASTENBURG P *see* BROUTHERS KD
HERACLEOUS L
Better than the Rest: Making Europe the Leader in the Next Wave of Innovation and Performance (1), 154
Strategic Thinking or Strategic Planning (3), 481
HERACLEOUS L, DEVOGE S, Bridging the Gap of Relevance: Strategic Management and Organisational Development (5), 742
HINES P, Benchmarking Toyota's Supply Chain: Japan vs U.K. (6), 911
HOOD N *see* YOUNG S
HORNE NW, Putting Information Assets on the Board Agenda (1), 10
HUELLMANTEL AB *see* VAGHEFI MR
HUSE M, Researching the Dynamics of Board)Stakeholder Relations (2), 218
HUTCHINSON C, *Book review* Building to Last: The Challenge for Business Leaders (4), 641

I

ITO M *see* TONGE R

J

JACOBS G, DRANSFIELD H, Scenarios for Interactive TV)Europe's Uncertain Future (3), 396
JAVIDAN M, Core Competence: What Does it Mean in Practice (1), 60
JOBBER D *see* TRUEMAN M
JONES IW, POLLITT MG, Ethical and Unethical Competition: Establishing the Rules of Engagement (5), 703
JOSHI MP, KASHLAK RJ, SHERMAN HD, How Alliances are Reshaping Telecommunications (4), 542

K

de KARE-SILVER M, *Book review* Strategy in Crisis (6), 943
KASHLAK RJ *see* JOSHI MP
KATZ JP, NIEHOFF BP, How Owners Influence Strategy)A Comparison of Owner-Controlled and Manager-Controlled Firms (5), 755
KENNEDY C, The Roadmap to Success: How Gerhard Schulmeyer Changed the Culture at Siemens Nixdorf (2), 262
KETOLA T, Why Don't the Oil Companies Clean Up Their Act?) the Realities of Environmental Planning (1), 108

KETTINGER WJ, TENG JTC, Aligning BPR to Strategy: a Framework for Analysis (1), 93
KIM Y, LEE B, The Shake-out in Korea: How Small Firms Survive (5), 762
KOCH R, GODDEN I, *Book review* Managing Without Management (1), 162
KUKALIS S *see* BATES DL

L

LARSEN PC *see* TONGE R
LASSERRE P, PROBERT J, Competing in Asia Pacific: Understanding the Rules of the Game (1), 30
LEE B *see* KIM Y
LEVERICK F, COOPER R, Partnerships in the Motor Industry: Opportunities and Risks for Suppliers (1), 72
LEWIS D, Competence-based Management and Corporate Culture: Two Theories with Common Flaws (6), 935
LIEDTKA JM, Strategic Thinking: Can it be Taught? (1), 120
LIVINGSTONE LP *see* CARINI GR
LLOYD B, *Book review* (1), 159, 164; (2), 325, 331; (3), 488, 493; (4), 638, 643
LORANGE P, Strategy Implementation: the New Realities (1), 18
LOUW L *see* RADDER L
LU T *see* YOUNG S
LUK STK, XU YZ, YE WC, Distribution: The Chinese Puzzle (2), 295
LYON DW *see* DESS GG

M

MANTE-MEIJER E, van der DUIN P, ABELN M, Fun With Scenarios (4), 628
MCCROHAN KF, Competitive Intelligence: Preparing for the Information War (4), 586
MEANS GC *see* BERLE AA
MICHAELS MP *see* HAMILTON III RD
MILES RE, SNOW CC, *Book review* Fit, Failure & the Hall of Fame (5), 794
MILLS RW, How Do You Value a Start-up Company?)the Flotation of Orange (3), 446
MINTZBERG J, QUINN JB, GHOSHAL S, *Book review* The Strategy Process (Revised European Edition) (5), 793
MONKS RAG, *Book review* The Emperor's Nightingale: Restoring the Integrity of the Corporation (5), 790
MULGAN G, *Book review* Connexity (2), 326

N

NAIR AS, STAFFORD ER, Strategic Alliances in China: Negotiating the Barriers (1), 139
NEALE MR, CORKINDALE DR, Co-developing Products: Involving Customers Earlier and More Deeply (3), 418
NEWMAN V, CHAHARBAGHI K, Corporate Culture Myth (4), 514
NICHOLL MJ *see* ROSE C
NICOLAES I *see* BROUTHERS KD
NIEHOFF BP *see* KATZ JP
NOHRIA N *see* CHAMPY J
NOY E, Total Business Strategy)The Missing Link (6), 927

O

ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT, *Book review* Future Trends: An Information Base for Scanning the Future (5), 794
OSLAND GE *see* BJÖRKMAN

P

PALICH LE *see* CARINI GR
PAPER D, BPR: Creating the Conditions for Success (3), 426
PEEL MJ, BRIDGE J, How Planning and Capital Budgeting Improve SME Performance (6), 848
PETERS T , WATERMAN, *In Search of Excellence*, 894
PETTIFER D, *Brief case* Measuring the Performance of the Corporate Centre (5), 783
PFEFFER J, *Book review* The Human Equation (6), 946
PICKEN JC *see* DESS GG
PIKE RH *see* BUTLER RJ
PITELIS CN, WAHL MW, Edith Penrose: Pioneer of Stakeholder Theory (2), 252
PLENDER J, Giving People a Stake in the Future (2), 211
POLLITT MG *see* JONES IW
PRATT M *see* ROBERTS K
PRICE DHR *see* BUTLER RJ
PROBERT J *see* LASSERRE P
PRUDOM M *see* VECCHIOLLA RR

Q

QUINN JB *see* MINTZBERG H

R

RADDER L, LOUW L, The SPACE Matrix: A Tool for Calibrating Competition (4), 549
RANDALL RM *see* FAHEY L
RAYNOR ME, That Vision Thing: Do We Need It? (3), 368
REINIG BA *see* BLANNING RW
REYNOLDS PL *see* DAY J
RICHARDSON GP, *Book review* Modelling for Management: Simulation in Support of Systems Thinking (1), 160
RITCHIE R *see* ZHUANG L
ROBERTSON J, *Book review* Beyond the Dependency Culture: People, Power and Responsibility in the 21st Century (6), 945

ROBBINS H, FINLEY M, *Book review* Why Teams Don't Work: what went wrong and how to make it right (3), 492
ROBERTS K, PRATT M, WEYMES E, GILSON C, Peak Performing Organisations (6), 894
ROOS J, Exploring the Concept of Intellectual Capital (IC) (1), 150
ROSE C, NICHOLL MJ, *Book review* Accelerated Learning for the 21st Century (4), 640
RUIZ-NAVARRO J, Turnaround and Renewal in a Spanish Shipyard (1), 51

S

SADLER P, *Book review* Leadership: Styles)Role Models) Qualities)Behaviours (1), 160
SAYER R *see* WEBB B
SCHOLES E, CLUTTERBUCK D, Communication with Stakeholders: An Integrated Approach (2), 227
SEGELOD E, Capital Budgeting in a Fast-Changing World (4), 529
SHAND D *see* BOHLIN R
SHERDEN W, *Book review* The Fortune Sellers (4), 638
SHERMAN HD *see* JOSHI MP
SILLANPÄÄ M *see* WHEELER D
SIMPSON DG
Brief case
Why Most Strategic Planning is a Waste of Time and What You Can Do About IT (3), 476
Why Most Strategic Planning is a Waste of Time and What You Can Do About IT)Part II (4), 623
SMITH B, HALL S, Taking AA Insurance from Recovery to Sustainable Growth (4), 560
SMITH JA, Strategies for Start-Ups (6), 857
SNOW CC *see* MILES RE
SNOWMAN D *see* BRIGGS A
STAFFORD ER *see* NAIR AS
SVEIBY KE, *Book review* The New Organizational Wealth (3), 490
SWEENY DM, Global Market Trends in the Networked Era (5), 672

T

TAGGART JH, Strategy and Control in the Multinational Corporation: Too Many Recipes? (4), 571
TAYLOR B
see also ANDERSON J
The Darwinian Shakeout in Financial Services—an Interim Report (1), 82
TENNER E, *Book review* Why Things Bite Back (1), 159
THAKUR M, Involving Middle Managers in Strategy Making (5), 732
TONGE R, LARSEN PC, ITO M, Strategic Leadership in Super-Growth Companies)A Re-appraisal (6), 838
TRUEMAN M, JOBBER D, Competing through Design (4), 594

V

VAGHEFI MR, HUELLMANTEL AB, Strategic Leadership at General Electric (2), 280
VECCHIOLLA RR, PRUDOM M, HAMILTON III RD, Exposing the Corporate Vampires: A Shareholder's Guide to Management Entrenchment (5), 659
van der VELTEN T, ANSOFF HI, Managing Business Portfolios in German Companies (6), 879
van den VEN J *see* BROUTHERS KD
VOLLMANN TE, CORDON C, Building Successful Customer)Supplier Alliances (5), 684

W

WAHL MW *see* PITELIS CN
WALTON AD *see* BHATTACHARYA AK
WATERMAN *see* PETERS T
WEATHERHEAD M, *Book review* Real Estate in Corporate Strategy (3), 488
WEBB B, SAYER R, Benchmarking Small Companies on the Internet (6), 815
WELFORD R, *Book review* Corporate Environmental Management 2: Culture and Organisations (4), 641
WEYMES E *see* ROBERTS K
WHEELER D, SILLANPÄÄ M, Including the Stakeholders: The Business Case (2), 201
WHITEHEAD R *see* BOHLIN R
WHITEHILL M, *Strategy at the Leading Edge* (1), 150; (2), 315; (3), 481; (4), 628; (5), 786
WILLCOCKS LP *see* FEENY DF
WILSON I
Obituary Pierre Wack (1) iii
Strategic Planning for the Millennium: Resolving the Dilemma (4), 507

X

XU YZ *see* LUK STK

Y

YE WC *see* LUK STK
YOUNG JD, *Brief case* Benchmarking Corporate Headquarters (6), 933
YOUNG S, HOOD N, LU T, International Development by Chinese Enterprises: Key Issues for the Future (6), 886
YUXING D *see* CLARKE T

Z

ZHANG Q *see* ZHUANG L
ZHUANG L, RITCHIE R, ZHANG Q, Managing Business Risks in China (4), 606

PII: S0024–6301(98)00118–6

SUBJECT INDEX

A

AA Insurance, growth (4), 560
Accounting
  stakeholders (2), 206, 211
  strategic management (2), 272
Acquiring firms, performance measurements (3), 347
Acquisitions, Telecom Italia (3), 377
Aerospace/defence industry, decline (4), 615
Agendas, information management (1), 10
Alliances
  China (1), 139
  customers/suppliers (5), 684
  telecommunications industry (4), 542
  US/Japanese successes (6), 919
Anticipation, challenges (2), 319
Appraisals, human resources (3), 470
Asia
  Competition (1), 30
  Constitutional Triangle (4), 523
  culture (4), 523
  western ideas (4), 523
Assets
  see also resources
  information management (1), 10
  knowledge-based organizations (2), 188
Audiences, style-acquisition (4), 515
Audits, stakeholder inclusion principles (2), 206
Australia, commercial product development (3), 418

B

Banks, financial services revolution (1), 82
Bazan Shipyard, San Fernando (1), 51
Benchmarking
  corporate headquarters (6), 933
  Internet usage (6), 815
  Toyota's supply chain (6), 911
Boards
  see also Chief Executive Officers; directors
  information management (1), 10
  stakeholder relationships (2), 218
Body Shop (3), 406
Borch F, General Electric (2), 280
Bottom-up environmental planning (1), 108
Bottom-up financial targets, setting (4), 625
Breakups (1), 147
Brief case
  Benchmarking Corporate Headquarters (6), 933
  Corporate Strategy and Parenting Theory (2), 308
  Measuring the Performance of the Corporate Centre (5), 783
  The New Business Enlightenment (1), 147
  Why Most Strategic Planning is a Waste of Time and What You Can Do About IT (3), 476
  Why Most Strategic Planning is a Waste of Time and What You Can Do About It)Part II (4), 623
Building societies, financial services revolution (1), 82
Business case, stakeholder inclusion (2), 201
Business portfolios, Germany (6), 879
Business Process Change (1), 93
Business process improvement (BPI), Caterpillar Inc. (3), 426
Business process re-engineering (BPR), Coats Viyella (5), 711
Business process re-generation (BPR) (1), 93
Business process simplification and improvement (BPS/I), Caterpillar Inc. (3), 427
Business units
  definitions (2), 313
  SBUs (1), 61; (6), 927
Businesses, valuations (3), 446
Buzzwords (2), 280

C

Canadian Institute of Chartered Accountants (CICA), vision (3), 373
Capabilities
  analysis (1), 60
  IS function design (3), 354
  strategic intent (3), 406
Capital Asset Pricing Model (CAPM) (3), 447
Capital budgeting
  analysis (4), 529
  smaller enterprises (6), 848
Capitalism, China (1), 139
Caterpillar Inc., BPI (3), 426

Celestial Seasonings, mission statements (3), 368
Centres, performance measurement (5), 783
Change
AA Insurance (4), 560
BPR (1), 93
challenges (2), 319
Coats Viyella (5), 711
corporate headquarters (6), 933
financial services (1), 90
GMT (5), 672
Korea (5), 762
Siemens Nixdorf (2), 262
Spanish Shipyard case study (1), 51
structured chaos (5), 786
transformational leadership (5), 722
Chaos, structure (5), 786
Charles Schwab (3), 406
Chief Executive Officers (CEOs)
see also leadership
board/stakeholder relationships (2), 218
General Electric (2), 280
strategy implementation (1), 20
China (1), 30
corporate governance (2), 239
distribution (2), 295
government pressures (3), 436
growth (2), 239, 295; (3), 436; (4) 606; (6), 886
Hong Kong (6), 900
investors (4), 606
IOEs (2), 239
key development issues (6), 886
marketing (2), 295
relationships (1), 139; (3), 436; (6), 886
risk management (4), 606
SOEs (2), 239, 295; (6), 886
strategic alliances (1), 139
TVEs (2), 239
UK (6), 886
western ideas (4), 523
wholesale sector (2), 295
Co-developed products, customer involvement (3), 418
Coats Viyella, re-engineering (5), 711
Collaboration (1), 70
Commercial IO (4), 586
Commercial product development, technology (3), 418
Communications
see also relationships
stakeholders (2), 227
supplier partnering (1), 78
Competition
Asia Pacific (1), 30
assessments (3), 406
core competencies (1), 65
ethics (5), 703
owner/manager control contrasts (5), 755
SPACE matrix usage (4), 549
stakeholder-inclusion importance (2), 201, 211
structured chaos (5), 786
time-based (5), 711
Competitive advantage
core competencies (3), 406
design usage (4), 594
financial services revolution (1), 82
human resources (1), 154
SMA (2), 272
small high-tech companies (3), 455
supplier partnering (1), 72
Total Business Strategy (6), 927
Competitive intelligence, IO (4), 586
Computer systems *see* information technology
Constitutional Triangle, Asia (4), 523
Consumer relations, media (6), 873
Continuous improvements (1), 95; (2), 201
Control
innovation (5), 775
owner/manager contrasts (5), 755
strategy implementation (1), 18
Cordiner R, General Electric (2), 280
Core capabilities
IS function design (3), 354
strategic intent (3), 406
Core competencies
analysis (1), 60
Coats Viyella (5), 711
competitive advantages (3), 406
mission statements (3), 371
practical meaning (1), 60
Spanish Shipyard case study (1), 51
Corporate centres, performance measurement (5), 783
Corporate culture, myth (4), 514
Corporate governance
see also stakeholders
China (2), 239
ground rules (2), 199
stakeholder corporations (2), 181, 182, 195
Corporate headquarters, benchmarking (6), 933
Corporate identity, management (5), 695
Corporate image, management (5), 695
Corporate reputation, management (5), 695
Corporate strategy, parenting theory (2), 308
Culture
Asia (4), 523
MNCs (4), 571
myth (4), 514
Siemens Nixdorf (2), 262
Customers
Asia Pacific (1), 44
co-developed products (3), 418
financial services revolution (1), 90
relationship marketing (6), 828
Siemens Nixdorf culture-changes (2), 262
Spanish Shipyard case study (1), 56
stakeholder inclusion (2), 201
supplier alliances (5), 684

D

Darwinian shakeouts, financial services (1), 82
Decentralization, capital budgeting (4), 530
Decision making
  loose/tight control alternatives (5), 775
  owner/manager control contrasts (5), 755
  smaller enterprises (1), 130
  SPACE matrix usage (4), 549
Defence industry, decline (4), 615
Demand chain management (5), 684
Deregulation, financial services (1), 82
Design, competitive advantage (4), 594
Dialogue, planning (1), 120
Dialogue-based empowered relationships (2), 203
Digital interactive TV, Europe (3), 396
Directors, mainstream research (2), 218
Discounted cash flow (DCF) analysis
  arguments (4), 529
  history (4), 529
  valuation method (3), 446
Distribution, China (2), 295
Diversification
  (1), 147
  Spanish Shipyard case study (1), 53
Dominant learning modes, strategy implementation (1), 23
Double-loop learning, strategic thinking (3), 481
Downsizing, problems (1), 89

E

E-commerce (6), 873
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) (3), 449
Eastern/Western rivalry (2), 315
Enlightenment, business (1), 147
Entrenchment techniques, takeovers (5), 659
Entrepreneurship, relationship marketing (6), 828
Environmental planning, oil companies (1), 108
Ethics, competition (5), 703
Ethnocentric philosophy, MNCs (4), 571
Europe
  digital interactive TV (3), 396
  leadership potential (1), 154
  stakeholders (2), 182, 219
Excellence principles (6), 894
External strategy, challenges (2), 319

F

Financial issues, Asia Pacific (1), 45
Financial services, revolution (1), 82
Firm-specific investments (2), 196
Flotations, Orange (3), 446
France, digital interactive TV (3), 396
Functional strategies, Total Business Strategy (6), 927

G

General Electric, strategic leadership (2), 280
Geocentric philosophy, MNCs (4), 571
Germany
  business portfolio management (6), 879
  digital interactive TV (3), 396
  stakeholders (2), 211
Global Market Trends (GMT), networked era (5), 672
Governance *see* corporate governance
Governments
  Asia Pacific (1), 30
  China (3), 436
Growth
  AA Insurance (4), 560
  China (2), 239, 295; (3), 436; (4), 606; (6), 886
  inhibiting factors (1), 20
  model (1), 21
  Penrose theories (2), 252
  strategic planning (4), 509
  strategy implementation (1), 18
  successful medium-sized companies (6), 838

H

Hawley Committee (1), 11
Headquarters, benchmarking (6), 933
Hewlett Packard, ethics (5), 703
High-tech companies, strategic planning (3), 455
Holistic business process improvement, Caterpillar Inc. (3), 426
Hong Kong (1), 30; (6), 900
Hostile takeovers, stakeholder monitoring (2), 211
Human resource management, problems (3), 467
Human resources
  appraisals (3), 470
  BPR (1), 95
  BPS/I (3), 431
  competitive advantage (1), 154
  financial services revolution (1), 88
  firm-specific investments (2), 196
  IC (1), 150
  IS/IT functions (3), 354
  knowledge capital (2), 197
  motivation (2), 319
  pension arrangements (2), 211
  problems (3), 467
  recruitment (3), 469
  Siemens Nixdorf culture-changes (2), 262
  stakeholder inclusion (2), 201
  strategic intent success-criteria (3), 406

strategic issues (3), 467
strategy implementation (1), 18
Hutchison Telecom (UK) (3), 447

I

IBM
GMT (5), 672
vision statements (3), 368
Identity, management (5), 695
Image, management (5), 695
IMPACT Programme (1), 10
Incorporation, financial services revolution (1), 83
India (1), 30
Indonesia (1), 30
Industrial organization (I/O) economics (2), 315
Information Health Index (IHI) (1), 10
Information management, KPMG IMPACT Programme (1), 10
Information operations (IO), understanding (4), 586
Information sharing, supplier partnering (1), 78
Information systems
core capabilities (3), 354
security (4), 586
Information technology (IT)
see also Internet
BPS/I (3), 432
competitive intelligence (4), 586
core capabilities (3), 354
GMT (5), 672
media (6), 873
sourcing (3), 354
Innovation
control (5), 775
culture (4), 514
design (4), 594
Europe (1), 154
Innovative strategies, BPR (1), 93
INSEAD Euro-Asia Centre (1), 30
Institutional investors, stakeholders (2), 201, 213, 227
Insurance industry
AA Insurance (4), 560
financial services revolution (1), 82
Intangibles, capital budgeting (4), 529
Intellectual capital (IC), concept (1), 150
Interactive TV, Europe (3), 396
Internal motivation, challenges (2), 319
Internally-generated growth, strategy implementation (1), 18
Internet
(1), 86
digital interactive TV (3), 396
e-commerce (6), 873
smaller enterprises (6), 815
Investments
see also discounted cash flow (DCF) analysis
capital budgeting (4), 529; (6), 848
firm-specific (2), 196
Investors
see also shareholders
China (4), 606
stakeholder inclusion (2), 201, 213, 227
Italy, telecommunications industry (3), 377

J

Japan (1), 30
Kaizen (2), 201
partnership sourcing (1), 72
stakeholders (2), 182, 211
Toyota's supply chain (6), 911
UK (6), 911
US productivity increases (6), 919
Jones R, General Electric (2), 280

K

Kaizen (2), 201
Knowledge, (1) 10, 18
capital (2), 197
third-wave economy (1), 154
Knowledge-based organizations
IC (1), 152
principle assets (2), 188
strategy implementation (1), 19
Korea
(1), 30
small firm survival (5), 762
KPMG IMPACT Programme (1), 10
KPN Research, scenario thinking (4), 628

L

Lateral synergy, parenting theory (2), 310
Leadership
see also Chief Executive Officers; management
General Electric (2), 280
new approaches (1), 155
stakeholder inclusion principles (2), 205
super-growth companies (6), 838
transformational change (5), 722
Learning, strategic planning/thinking (3), 481
Logic, Eastern/Western rivalry (2), 315
Logic of contradiction, Eastern/Western rivalry (2), 315
Loose control, innovation (5), 775

M

Malaysia (1), 30
Management
see also leadership
core competencies (1), 60

entrenchment techniques (5), 659
financial services revolution (1), 88
inadequacies (2), 319
merger motives (3), 347
middle management involvement (5), 732
strategy implementation teams (1), 20
Manager-controlled firms, owner-controlled comparisons (5), 755
Manufacturing, supplier-manufacturer relationships (1), 72
Market forces, vision statements (3), 371
Market Relative Analysis (MRA) (3), 449
Marketing
China (2), 295
relationship marketing (6), 828
Marketing management concept, General Electric (2), 280
Media, consumer relations (6), 873
Medium-sized enterprises
see also smaller...
capital budgeting (6), 848
super-growth attributes (6), 838
Mega business processes (1), 93
Mergers
management entrenchment techniques (5), 659
motives (3), 348
performance measurements (3), 347
size considerations (3), 350
Telecom Italia (3), 377
Microsoft (3), 406
Middle management, strategy involvement (5), 732
Millennium, strategic planning (4), 507
Mission statements
comprehensive framework (3), 368
Total Business Strategy (6), 927
Motivation, challenges (2), 319
Motor industry
supplier partnering (1), 72
US/Japanese productivity increases (6), 919
Multinational corporations (MNCs)
China (3), 436
strategy models (4), 571

N

Negotiations, China (1), 139
Netherlands, digital interactive TV (3), 396
Networked era, GMT (5), 672

O

***Obituary* Pierre Wack** (1) iii
Oil companies, environmental planning (1), 108
Operating and Financial Review (OFR) (1), 14
Opportunities
culture (4), 514
supplier partnering (1), 72
Orange, flotation (3), 446
Organizational culture (4), 514
Organizational development (OD), strategic management (5), 742
Overall strategic portfolios (1), 26
Owner-controlled firms, manager-controlled comparisons (5), 755

P

Parenting theory, corporate strategy (2), 308
Partnering
motor industry (1), 72
selection criteria (5), 684
Partnership sourcing (1), 72
Partnerships, US/Japanese productivity increases (6), 919
Pay-TV, Europe (3), 396
Peak performing organizations (6), 894
Penrose, E, stakeholder theory (2), 252
Pension arrangements (2), 211
Pepsico transformation (5), 722
Performance
appraisals (3), 470
corporate centres (5), 783
Europe (1), 154
gap (2), 319
IS function (3), 354
mergers (3), 347, 377
peak organizations (6), 894
smaller-company improvements (6), 848
Peters, T, excellence principles (6), 894
Philippines (1), 30
Polycentric philosophy, MNCs (4), 571
Practitioners, strategic management relevance (5), 742
Price setting, supplier partnering (1), 75
Private and Individual Enterprises (IOEs), China (2), 239
Privatisation (1), 83
Pro-activeness, challenges (2), 319
Product development, supplier partnering (1), 74
Product innovation, Spanish Shipyard case study (1), 51
Productivity
financial services revolution (1), 82
US/Japanese partnership successes (6), 919
Products
co-development (3), 418
design (4), 594

R

Rationality, strategic decision-making process (1), 130
Re-engineering
(1), 93
Coats Viyella (5), 711

Re-generation, BPR (1), 93
Recruitment, human resources (3), 469
Regiocentric philosophy, MNCs (4), 571
Relationship marketing, role (6), 828
Relationships
see also communications
Asia Pacific (1), 30
boards/stakeholders (2), 218
business portfolio management (6), 879
China (1), 139; (3), 436; (6), 886
consumers (6), 873
dialogue-based empowerment (2), 203
ethics (5), 703
partnering (1), 72; (5), 684
Penrose theories (2), 252
stakeholders (2), 227
strategic planning/thinking (3), 481
Relevance, academic/practitioner gap-bridging (5), 742
Renewal, Spanish Shipyard case study (1), 51
Reputation, management (5), 695
Research & development (R&D), small high-tech companies (3), 455
Resource-based view (RBV) of the firm (2), 315, 354
Resources
see also assets; human resources
analysis (1), 60
IC (1), 150
Returns
Asia Pacific (1), 47
financial services revolution (1), 82
Risk
Asia Pacific (1), 47
China (4), 606
owner/manager control contrasts (5), 755
supplier partnering (1), 72

S

Scenarios
Hong Kong (6), 900
popularity (4), 628
Schulmeyer G, Siemens Nixdorf culture-changes (2), 262
Scientific management theories (2), 201
Security, information systems (4), 586
ServiceMaster, ethics (5), 703
Shakeouts
financial services (1), 82
Korea (5), 762
Shareholders
see also investors
'bundle of assets' view (2), 195
'short-term' approach (2), 201
stakeholder corporations (2), 182, 195, 211
takeovers (5), 659
theory of the firm (2), 185
Shell, environmental planning (1), 108
Shipyard-renewal case study, Spain (1), 51
Siemens Nixdorf, culture changes (2), 262
Simplification, BPS/I (3), 427
Singapore (1), 30
Single-loop learning, strategic planning (3), 481
Smaller enterprises
see also medium-sized...
capital budgeting (6), 848
decision making (1), 130
high-tech industry (3), 455
Internet usage (6), 815
Korea (5), 762
relationship marketing role (6), 828
startups (6), 857
strategic planning (6), 857
Smaller high-tech companies, strategic planning (3), 455
Social behaviour, Asia Pacific (1), 36
Social redesign, BPR (1), 94
Social relationships, business portfolio management (6), 879
Sourcing, IS/IT functions (3), 354
Southeast Asia, western ideas (4), 523
SPACE matrix usage (4), competition analysis (4), 549
Spain, Shipyard-renewal case study (1), 51
Stakeholder corporations, (2), 181
Stakeholder management, economic rationale (2), 195
Stakeholders
see also corporate governance
board relationships (2), 218
business case (2), 201
China (2), 239
communications (2), 227
driving factors (2), 227
inclusion principles (2), 203
international interpretations (2), 190
overview (2), 181
Penrose theories (2), 252
requirements (2), 187
theory of the firm (2), 186
types (2), 187
Start-ups
smaller enterprises (6), 857
valuations (3), 446
State-Owned Enterprises, China (2), 239, 295; (6), 886
Steelcase, mission statements (3), 369
Strategic alliances, telecommunications industry (4), 542
Strategic Business Units (SBUs) (1), 61; (6), 927
Strategic change, Spanish Shipyard case study (1), 51
Strategic control modes (1), 24
Strategic decision-making *see* decision making
Strategic intent, core capabilities (3), 406
Strategic issues, human resources (3), 467
Strategic leadership *see* leadership
Strategic management, organizational development (5), 742

Strategic management accounting (SMA) (2), 272
Strategic planning
BPR (1), 93
General Electric (2), 280
improvement lessons (3), 476; (4), 623
lessons (3), 476; (4), 623
Millennium (4), 507
oil companies (1), 108
short history (4), 507
small high-tech companies (3), 455
smaller enterprises (6), 848, 857
strategic thinking (3), 481
time-wasting elements (3), 476; (4), 623
Strategic tasks, identification (1), 22
Strategic thinking
elements (1), 120
model (1), 122
strategic planning (3), 481
Strategy
middle management involvement (5), 732
structured chaos (5), 786
Total Business Strategy (6), 927
Strategy implementation
growth model (1), 21
new realities (1), 18
new roles (1), 27
tailored approach (1), 22
Structural capital, IC (1), 150
Structured chaos, competition (5), 786
Style-acquisition, audiences (4), 515
Supplier partnering, motor industry (1), 72
Supplier-customer alliances (5), 684
Supplier-manufacturer relationships, motor industry (1), 72
Suppliers, Toyota's supply chain (6), 911
Supply chain management (5), 684
Supply-driven distribution, China (2), 295
Sweden, capital budgeting (4), 529
SWOT analysis (4), 509, 549
Synergy
BPS/I (3), 431
core competencies (1), 61
demand chain management (5), 684
GMT (5), 672
parenting theory (2), 310
Systems approach, stakeholder inclusion (2), 203

T

Taiwan (1), 30
Takeovers
management entrenchment techniques (5), 659
stakeholder monitoring (2), 211
Technical redesign, BPR (1), 94
Technology
see also information technology; telecommunications...
commercial product development (3), 418
culture (4), 514
design (4), 594
digital interactive TV (3), 396
financial services revolution (1), 84
Korea (5), 762
small high-tech companies (3), 455
Telecommunications industry
alliances (4), 542
Italy (3), 377
Orange flotation (3), 446
Texaco, environmental planning (1), 108
Thailand (1), 30
Third-wave economy (1), 154
Tight control, innovation (5), 775
Time-based competition, Coats Viyella (5), 711
Top management, strategy implementation (1), 20
Top-down environmental planning (1), 108
Top-down management (2), 201
Top-down targets, setting (4), 625
Total business strategy, missing link (6), 927
Township and Village Enterprises (TVEs), China (2), 239
Toyota production system (TPS) (6), 911
Transformational leadership, US (5), 722
TV, digital Europe (3), 396

U

UK
capital budgeting (4), 529
China (6), 886
digital interactive TV (3), 396
ethics (5), 703
financial services revolution (1), 82
Japan (6), 911
MNC strategy models (4), 571
personal lines insurance industry (4), 560
small high-tech companies (3), 455
stakeholders (2), 182
supplier partnering (1), 72
Toyota's supply chain (6), 911
Unemployment, financial services revolution (1), 82
United Biscuits, ethics (5), 703
US
capital budgeting (4), 529
China (3), 436
Japanese help (6), 919
stakeholders (2), 182
telecommunications industry (4), 542
transformational leadership (5), 722

V

Valuations, businesses (3), 446
Value added
increments (1), 68
parenting theory (2), 308
Values, image, process and production (VIPP) (4), 594
Vietnam (1), 30
Virgin, ethics (5), 703
Vision statements, comprehensive framework (3), 368

W

Walmart (3), 406
Weatherup, C, Pepsico transformation (5), 722
Weighted average cost of capital (WACC) (3), 449; (4), 543
Welch JF, General Electric (2), 280
Western ideas, Asia (4), 523
Western/Eastern rivalry (2), 315
Wholesale sector, China (2), 295
Wisdom (1), 154

Typeset by BPC Digital Data Ltd
Printed and Bound in Great Britain by BPC-AUP Aberdeen Ltd